



MEMORANDUM

Date: August 10, 2022

To: The Honorable Chair and Members
Pima County Board of Supervisors

From: Jan Leshner 
County Administrator

Re: **Quarterly Updates as Requested from Budget Hearings – Human Resources**

The County continues to experience a high level of fluctuations in new hires and employee separations. (Attachment 1). In our continued efforts in recruitment, we hosted 640 attendees at our joint City of Tucson and Pima County Job Fair in July 2022, and continue to receive a large amount of applications, i.e. May 2,299, June 3,012, and July 2,786. Human Resources continues to work with the Deputy County Administrators on recruitment strategies. The current list of recruitment strategy items is now at 40. The attached includes only those items that have been added or are pending from our last report dated [May 11, 2022](#). (Attachment 2)

Additionally, updates on the High-Cost Claimants (members on the Plan who exceed \$100,000 in paid claims within the Plan Year), evidence an increase of 26.1% from the last quarter from 46 High-Cost Claimants to 58 High-Cost Claimants. (The differing number of 57 High Cost Claimants in Attachment 3 is due to timing of pulling the report.) The High-Cost Claimants account for 33.5% of the Plan's total cost. Human Resources, the Health Benefit Trust (HBT), the HBT consultant CBIZ, and our third party administrator Aetna, continue to closely monitor these claims and report that the Plan Members are actively engaged with services. Currently 4,898 employees choose Pima County's Health Plan, which covers 10,153 lives.

The increase in High-Cost Claimants from the prior Plan Year (July 2020 – June 2021 vs. July 2021 – June 2022), is 43 versus 58 High-Cost Claimants, a rise of 34.9%. Per the attached, the current medical spend is between \$101,091 up to \$931,337 per High-Cost Claimant. (Attachment 3)

JKL/anc

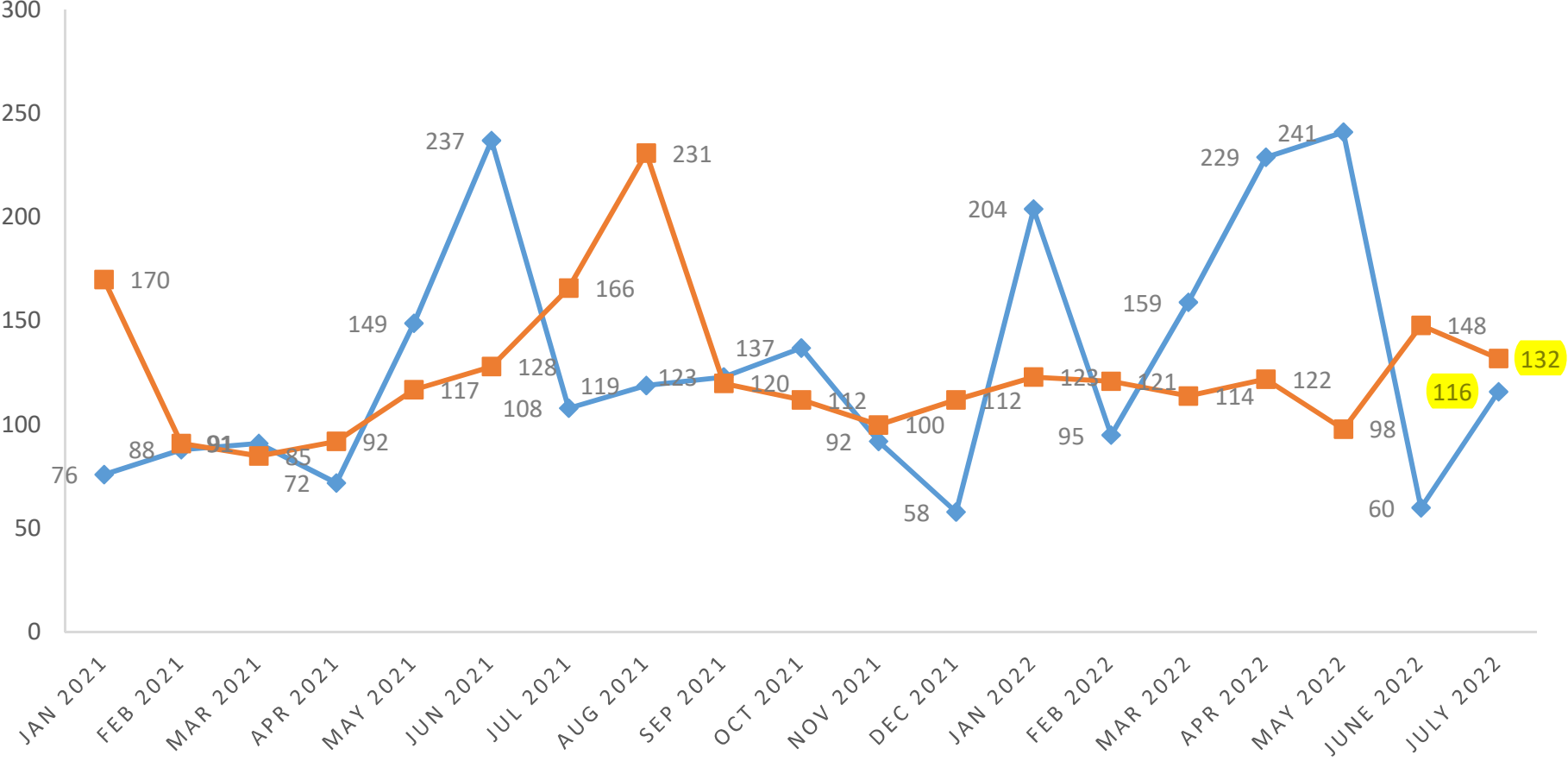
Attachments

c: Carmine DeBonis, Jr., Deputy County Administrator
Francisco Garcia, MD, MPH, Deputy County Administrator and Chief Medical Officer
Steve Holmes, Deputy County Administrator
Cathy Bohland, Director, Human Resources
Ellen Moulton, Director, Finance and Risk Management

ATTACHMENT 1

HIRES & SEPARATIONS

◆ Hires ■ Total Separations



ATTACHMENT 2



Talent Engagement Tactics

SETUP >

Tuesday, August 9, 2022

Next Meeting Monday, August 8, 2022

Item #	Recruitment Tactic	Ideas/Recommendations	Update	Priority	Assigned to
1	Quarterly Job Fair	To be facilitated once a quarter.	Implemented: Next date is Thursday, 7/14/22 at Kino Success: 640 people attended Next Event: October 20th, 2022	High	Talent Acquisition
2	JobPath	Partner with JobPath, a workforce development and advocacy agency local to Tucson. JobPath partners with colleges and job-training centers through financial support and advocacy to succeed in program to finish and gain employment	ONGOING: Talent Acquisition continues to collaborate with JobPath to develop talent pipelines for various trades, IT support tech, nursing, dental, engineering (for transfer) roles, etc. Attended JobPath/PCC IT career exploration on 8/2. Met with 10 students nearing completion of their associates or certificate program in information technology	High	Talent Acquisition
3	Entrance Pay Practices	In review	TBD. Discussion and implementation to coincide with Class & Comp market study.	High	HR Leadership



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4	Class/Comp Market Study	Market Pricing for Compensation/Job Analysis	<p>Compensation Study in phase one. Contract awarded to CBIZ Talent Solutions. First meeting held with CBIZ on 6/21/22. Next meeting is on 6/28 to review timeline and JAQ process.</p> <p>UPDATE: Presenting Compensation Study Overview to Directors' Meeting 7/12. JAQ has been revised/simplified. Tutorial video being created and hope to have completed by Mon. 7/18.</p> <p>JAQ Training Tutorial: Completed.</p> <p>JAQ's to be emailed to all County employees on Thursday, 8/11/22</p>	High	HR Leadership
5	PayFactors	Compensation tool that provides market pricing and other benchmark data for organizations.	<p>Procurement process completed. Meeting with PayFactors Rep 7/13/22 to discuss implementation process and timeline.</p> <p>UPDATE: System implementation in beginning phase.</p>	High	HR Leadership



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6	Regional Recruiting Collaboration	Regional collaboration with other municipal communication and HR leaders on public sector recruitment strategies	<p>Initial meeting held on 6/30/22 of regional County, City and Town HR Directors and Recruitment Heads to discuss cooperative efforts to promote recruitment into our public-sector agencies. Mark Evans is putting together ideas for proposals and budget that will go to Jan.</p> <p>All agencies are putting together marketing proposals. Our TA team is working on proposals that will go to Mark. All of these efforts will direct potential applicants to a central website hosted outside of our agencies that will have links to critical positions at all agencies and links directly to our individual recruitment websites.</p> <p>Ongoing - awaiting feedback from municipalities.</p>	High	Communications



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7	Apprenticeship Program	Identify County departments and educational/vocational organizations	<p>Taking another look at process for implementation. Pilot program to be initiated in a Public Works Department, TBD.</p> <p>TA/HR met with AZ DES and PCC on 06/08/2022 to discuss benefits of apprenticeships and weighing options to have them sponsored or unsponsored. HR recommends sponsored apprenticeship through PCC; however, need to review prerequisites for success.</p>	High	HR Leadership
8	Linkedin Life Page	Create employee centric content that will showcase the County brand to the community.	Ongoing: Working with Office of Communications.	Medium	Talent Acquisition
9	Childcare Subsidy + Childcare Facility	Research feasibility and prospective options the County could provide to employees.	Research in progress.	Medium	HR Leadership



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10	Recruitment of Candidates in Trainee Job Category	Recommend review of policy and expansion of roles that are being utilized by the existing training policy	<p>Reviewing policies and how current program is being utilized by depts.</p> <p>Program now being utilized by Finance and DOT</p> <p>Policy recommendations to come.</p>	Medium	HR Leadership
11	Magnets/Stickers on County vehicles	Work with Communications on design and vendor options. Get quotes for both magnet and sticker options.	<p>Idea proposed to Communications 2/11/2022. Mock-ups provided 2/25/22. Fleet Department in agreement. Designs forwarded to Carmine for review.</p> <p>Implementation to take 60+ days.</p> <p>Update from Communications Office, 4/27/22 - moving forward. Comms and Fleet to meet week of 5/2 to discuss plan, with go live late summer 2022.</p>	Medium	Talent Acquisition
12	Interview Panel Training	Eliminate EEO Monitor requirement from Merit System Rule 5; create interview framework that is structured, however, conversational that allows more dialogue with the interviewee.	<p>Interview Guide created. Draft under review by Training & Development team. Recommendations provided to Talent Acquisition. TA made revisions to the guide and presented to HR Leadership for review 06.09.2022.</p>	Medium	HR Leadership



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13	Advertising Salary Ranges on Career Site (NeoGov)	<p>Propose all job postings advertise the minimum to mid-point of established pay range for classified positions.</p> <p>Develop a system to advertise a specific range for unclassified positions (U1 to U6)</p>	<p>Proposal drafted and submitted to HR Leadership for review and comment.</p> <p>County Administrator signed memo approving this job advertising practice. Further discussion required about implementation, as internal pay equity and other factors must be reviewed.</p>	Medium	HR Leadership
14	Interdepartmental Collaboration with CWD/OSCC	Interdepartmental collaboration between County HR Recruitment & One Stop Career Center (OSCC) to promote County employment opportunities through various resources and programs at OSCC.	HR to coordinate meeting with Community Workforce Development (CWD) and One Stop Career Center (OSCC) to collaborate.	Medium	Talent Acquisition
15	Silver Medalists (Sourcing in NeoGov)	Sourcing talent in NeoGov. Identify "runner-ups" or "silver medalists" and suggest other openings in which they meet minimum qualifications.	Candidate re-engagement ongoing. Recruitment staff follow-up with candidates post interviews and provide them with other job opportunities if not selected for specific role they applied and interviewed for.	Completed	Talent Acquisition
16	Referral Bonus Program	Employee referral program with remuneration in the amount up to \$300.00 to be paid to referring employee when the referral satisfies 6 months of continuous service.	Approved and implemented: Reference Administrative Procedure (AP) 23-60	Completed	HR Leadership



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17	Tuition Reimbursement	Education reimbursement in an amount up to \$5,250 annually.	Approved by BOS on 4/11/2022. Implementation effective 7/1/2022.	Completed	HR Leadership
18	Total Compensation Statement	A personalized statement that will include the value of an incumbents current pay, adding the value of the incumbents personalized benefits	Completed. Employees in active pay status as of 12/1/2021 can now view their statements in ADP. Issued to employees June 2022.	Completed	HR Leadership
19	KVOA Job Fair	Southern AZ Employer career fair sponsored by KVOA Channel 4	Date: Tuesday, 5/10/2022 Spoke with 150 job fair attendees. Completed. Event was 10a-7pm at Doubletree Hilton Reid Park.	Completed	Talent Acquisition

ATTACHMENT 3

Pima County 4th Quarter High Cost Claimants 2021-2022

NOTE: light gray highlight = terminated
dark gray highlight = deceased

RANK	SPEND	DIAGNOSTIC CATEGORY	STATUS	SPEND OUTLOOK	NETWORK EXPERIENCE	ENGAGEMENT
1	\$931,337	Neurological	Active	Ongoing	In Network	Virtual
2	\$585,487	Infectious	Active	Ongoing	In Network	Engaged
3	\$380,073	Renal	Active (Mcare 1° 12/1/23)	Ongoing	In Network	Engaged
4	\$364,248	Gastrointestinal	Active	Reduced (likely)	In Network	Engaged
5	\$360,974	Oncological	TERM 10/14/21 (expired)	Discontinued	In Network	Engaged
6	\$355,635	Metabolic	Active	Ongoing	In Network	Virtual
7	\$347,351	Infectious	TERM 9/30/21	Discontinued	In Network	Engaged
8	\$341,340	Renal	Active (Mcare 1° 4/1/24)	Ongoing	In Network	Elsewhere
9	\$325,724	Renal	Active (Mcare 1° 2/1/24)	Ongoing	In Network	Elsewhere
10	\$317,469	Infectious	TERM 12/21/21 (expired)	Discontinued	In Network	Virtual
11	\$316,682	Oncological	Active	Ongoing	In Network	Engaged
12	\$313,648	Renal	Active (Mcare 1° 4/1/22)	Reduced (COB)	In Network	Elsewhere
13	\$294,010	Renal	Active (Mcare 1° 3/1/23)	Reduced (likely)	In Network	Elsewhere
14	\$285,654	Gastrointestinal	TERM 7/10/21	Discontinued	In Network	Engaged
15	\$245,249	Infectious	TERM 10/15/21 (expired)	Discontinued	In Network	Virtual
16	\$235,870	Oncological	Active	Ongoing	In Network	Elsewhere
17	\$233,583	Oncological	Active	Ongoing	In Network	Elsewhere
18	\$229,257	Oncological	TERM 10/27/21 (expired)	Discontinued	In Network	Elsewhere
19	\$225,264	Infectious	Active	Ongoing	In Network	Virtual
20	\$219,103	Renal	Active	Ongoing	In Network	Outreach in process
21	\$217,457	Oncological	Active	Ongoing	In Network	Elsewhere
22	\$215,345	Oncological	Active	Ongoing	In Network	Elsewhere
23	\$203,744	Renal	Active (Mcare 1° 9/1/24)	Ongoing	In Network	Elsewhere
24	\$203,163	Gastrointestinal	Active	Ongoing	In Network	Virtual
25	\$201,455	Vascular	Active	Ongoing	In Network	Virtual
26	\$193,609	Vascular	Active	Ongoing	In Network	Virtual
27	\$192,517	Cardiological	Active	Ongoing	In Network	Virtual
28	\$180,257	Neurological	Active	Ongoing	In Network	Virtual
29	\$170,812	Cardiological/ BH	Active	Ongoing	In Network	Virtual
30	\$167,620	Metabolic	Active	Ongoing	In Network	Engaged
31	\$165,542	Oncological	Active	Ongoing	In Network	Elsewhere
32	\$155,515	Traumatic Injury	Active	Ongoing	In Network	Engaged
33	\$150,878	Renal	TERM 11/30/21	Discontinued	In Network	Engaged
34	\$148,501	Behavioral Health	TERM 02/19/22	Discontinued	Out of Network	Elsewhere
35	\$146,793	Infectious	Active	Reduced (likely)	In Network	Engaged
36	\$145,732	Infectious	TERM 11/2/21 (expired)	Discontinued	In Network	Engaged
37	\$143,994	Renal	TERM 4/1/22	Discontinued	In Network	Engaged
38	\$141,834	Traumatic Injury	TERM 4/5/22	Discontinued	In Network	Engaged
39	\$141,626	Infectious	TERM 2/1/22 (expired)	Discontinued	In Network	Engaged
40	\$134,517	Infectious	Active	Reduced (likely)	In Network	Virtual
41	\$127,925	Metabolic	Active	Ongoing	In Network	Virtual
42	\$126,026	Neurological	Active	Ongoing	In Network	Outreach in process
43	\$125,461	Traumatic Injury	Active	Ongoing	In Network	Virtual
44	\$125,394	Renal	Active (Mcare 1° 12/1/21)	Reduced (COB)	In Network	Elsewhere
45	\$123,038	Metabolic	Active	Ongoing	In Network	Virtual
46	\$121,952	Behavioral Health	Active	Ongoing	Out of Network	Elsewhere
47	\$121,136	Neonatal	Active	Ongoing	In Network	Outreach in process
48	\$121,082	Renal	TERM 10/30/21	Discontinued	In Network	Elsewhere
49	\$118,504	Oncological	TERM 11/28/21 (expired)	Discontinued	In Network	Elsewhere

50	\$118,197	Gastrointestinal	TERM 10/31/21	Discontinued	In Network	Virtual
51	\$116,897	Infectious	Active (FMLA)	Ongoing	In Network	Virtual
52	\$114,917	Pulmonary	TERM 03/06/21 (expired)	Discontinued	In Network	Engaged
53	\$108,846	Infectious	Active	Ongoing	In Network	Outreach in process
54	\$107,983	Autoimmune	Active	Ongoing	In Network	Engaged
55	\$102,600	Metabolic	Active	Ongoing	In Network	Virtual
56	\$102,526	Infectious	Active	Ongoing	In Network	Virtual
57	\$101,091	Neurological	Active	Ongoing	In Network	Virtual